



DAPA Project Public Meeting Summary

Defense Acquisition Performance Assessment

Public Meeting Summary, Tuesday, August 23, 2005, 8:30 AM – 1:30 PM

Location: Anteon Corporation
1560 Wilson Blvd
Arlington, VA 22209

Opening Remarks by Mr. Dave Patterson and Chairman Ron Kadish (8:30 PM)

Aerospace Industries Association of America (Mr. John Douglass, President)

- Human element
 - Need and educated and experienced government and industry workforce to execute the complex government acquisition process
 - DoD must focus more resources on developing replacements for aging workforce – industry will do its part
- Stable requirements
 - Cold war to Post Cold War to War on Terrorism
 - War on Terrorism versus emerging threats
 - Lacking a clear framework, modernization will be the bill payer for growth in O&M and Personnel
- Stable budgets and stable programs
 - Need multi-year procurements
 - Baseline, protected programs
 - Discipline within the acquisition community
 - Budget to CAIG or Service estimate
 - Accountability
 - Loss of budget flexibility
- Defense industrial base
 - Current sales growth and profitability is misleading
 - New business model is needed
- Recommendations
 - DoD should create highly visible human capital program to secure experienced acquisition personnel at all levels
 - DoD should work with industry to stabilize all major programs
 - DoD should work with industry to create the business model outlined in the Report of the Commission on the Future of the US Aerospace Industry
 - Joint DoD/industry approach to Congress

The National Academies (Dr. Peter Bridenbaugh)

- Discussed globalization of materials science and engineering (MSE) research and development
- Current situation
 - Globalization of MSE R&D is proceeding rapidly, in line with broader trends toward globalization



DAPA Project Public Meeting Summary

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- The globalization of MSE R&D is narrowing the technological lead of the US
- Economic analysis is limited by a dearth of data and by the lack of a comprehensive empirical framework
- The results of MSE R&D continue to enhance US national security and homeland defense by adding improved materials capabilities to the weapons and protective systems used by today's war fighter
- Because of US dependence on foreign sources of innovation is increasing, the lead in critical technologies enjoyed thus far by the US defense and intelligence communities will be seriously eroded without mitigating action
- It is the task of public policy to minimize the risks and maximize the benefits to ensure the ongoing US innovation that is essential to the nation's economy and national security, and to facilitate continued access to the new knowledge generated by MSE R&D
- Recommendations
 - The federal government should create a well-defined and coordinated national strategy to manage the development of and access to strategic MSE knowledge and technology in a global framework
 - US data collection efforts and forecasting systems should be strengthened in order to monitor trends in the offshoring of MSE R&D and the growth of MSE R&D worldwide
 - The DoD should build on existing capacities to monitor, assess, and promote access to developments in MSE R&D across the globe with a strategic view to underpinning the maintenance of US leadership and security
 - An expedited benchmarking study, similar to *Experiments in International Benchmarking of US Research Fields* (National Academy Press, Washington, DC, 2000), should be conducted immediately to assess the relative global position of the US in MSE R&D
 - The DoD should strengthen current systems for establishing clearly the materials needs of the 21st century war fighter as well as those essential to achieving national and homeland security priorities
 - A systematic review of the rationale for and the impacts of US government regulation of the transfer of knowledge and innovation across borders within the framework of globalized MSE R&D should be carried out by a government task force of representatives from the relevant agencies, with input from academia

Center for Naval Analyses (Mr. Gary Christle)

- Six features of successful commercial programs
 - Clear command channels
 - Limited reporting requirements
 - Stability
 - Small, high-quality staffs
 - Communications with users
 - Prototyping and testing
- Why no change in DoD acquisition despite 128 different studies?
 - Lack of accountability
- Accountability is the key to fundamental change



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- Current DoD acquisition substitutes oversight for accountability
- Need Strategic Management System
 - Translates the DoD's mission and Secretary's vision into measurable performance indicators
 - Puts value on results
 - Is tailored to each accountable individual and organization
 - Focuses on near-term measurement of progress towards overall goal

RAND (Mr. John Hollywood)

- Out of the Ordinary: Finding Hidden Threats by Analyzing Unusual Behavior
- Atypical Signal Analysis and Processing (ASAP) Schema
 - Identifying "unusual" observations worth further attention
 - Relating these observations to other data
 - Generating and testing hypotheses about these observations
- Purpose of research was to identify and characterize terrorist threats, but basic approach may have a number of other applications; possible applications for tracking and identifying problem acquisition personnel early in the process
- Immediate motivation was to improve ability to "connect the dots" – pieces of information that could be combined to produce understanding of a threat
 - For acquisition, equivalent would be steady stream of reports coming out of program manager and acquisition offices, plus any reported complaints

Chairman Kadish's Closing Remarks

Adjourn (1:00 PM)

APPROVED/ 
Col Alan J. Boykin, USAF
Designated Federal Official

26 Aug 05
Date 